

THE WORLD'S BEST ARMY

America's Army



General Dennis J. Reimer
Chief of Staff, Army

SOLDIERS ARE OUR CREDENTIALS

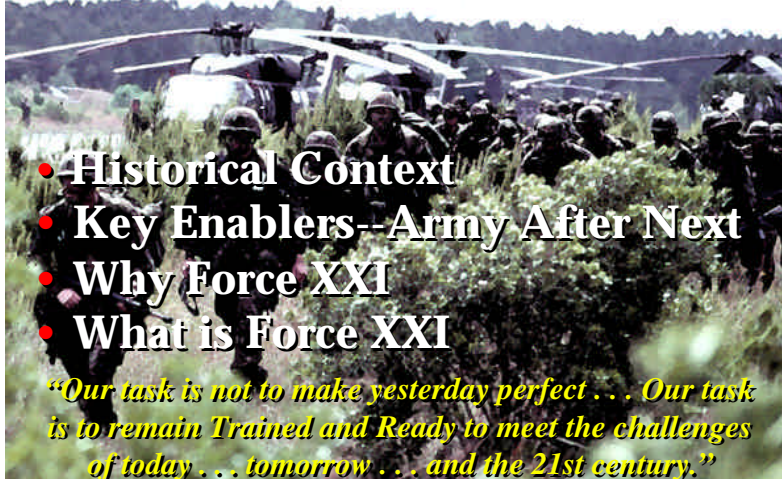


Good Morning. Thanx Jack (Merritt) for that kind introduction. It is an honor to speak at the first Association of the US Army, Institute of Land Warfare Breakfast of 1996. This year marks the 46th birthday for AUSA. The work you do to improve the quality of life for our soldiers is terribly important and I want to thank you, on behalf of all our soldiers, for all your hard work and sacrifice.

JOKE: Okie and Texan

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Agenda



- Historical Context
- Key Enablers--Army After Next
- Why Force XXI
- What is Force XXI

"Our task is not to make yesterday perfect . . . Our task is to remain Trained and Ready to meet the challenges of today . . . tomorrow . . . and the 21st century."

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Today I want to speak to you about the United States Army -- Today and Tomorrow. How we are changing today; how we are growing into an Army that will remain trained and ready to meet the challenges of the 21st Century. The process for change is Force XXI. But as I travel around the Army I find that this process is misunderstood. Therefore this morning, I want to spend some time talking to you about how the world has changed and my views on the need for a Force XXI process. Then exactly what Force XXI means to me. Finally I want to discuss the key enablers which will insure that America's Army remains Trained and Ready as it evolves from the institution we know today to the Army of 2020.

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Some Historical Context

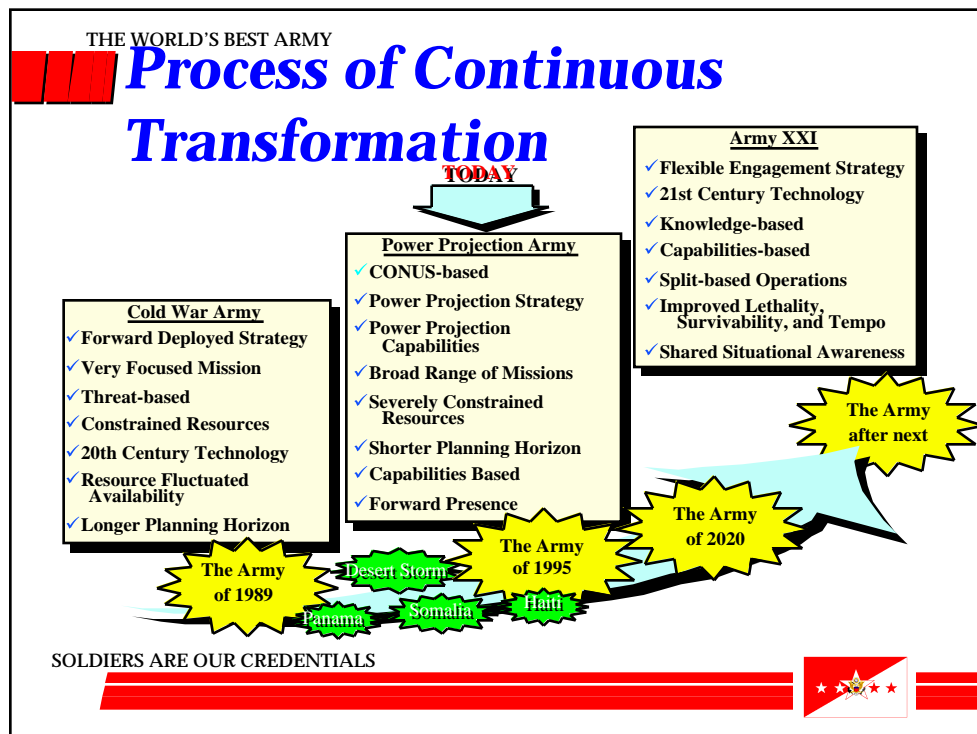
Then and Now

- In **1950** the active component numbered **591K**; in **FY96** we will go to **495K**
- In **1950** there were **3.9** soldiers per 1000 citizens; in **FY96** there will be **1.9** soldiers per 1000
- In **1950** the budget was **1.5%** of the GDP; in **FY96** it will be **.8%**

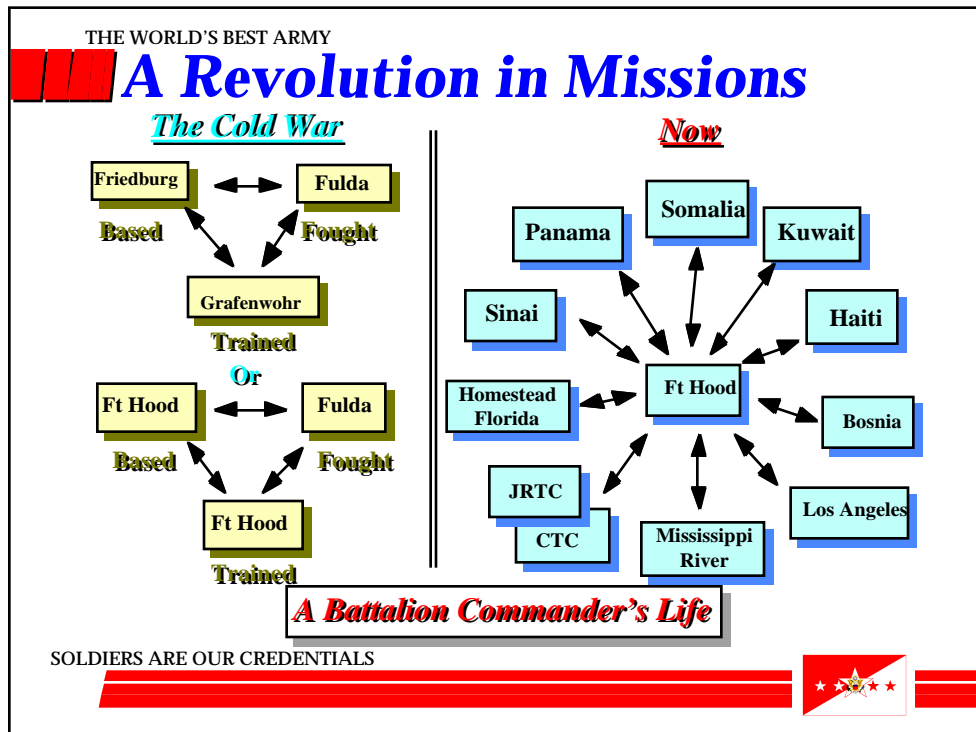
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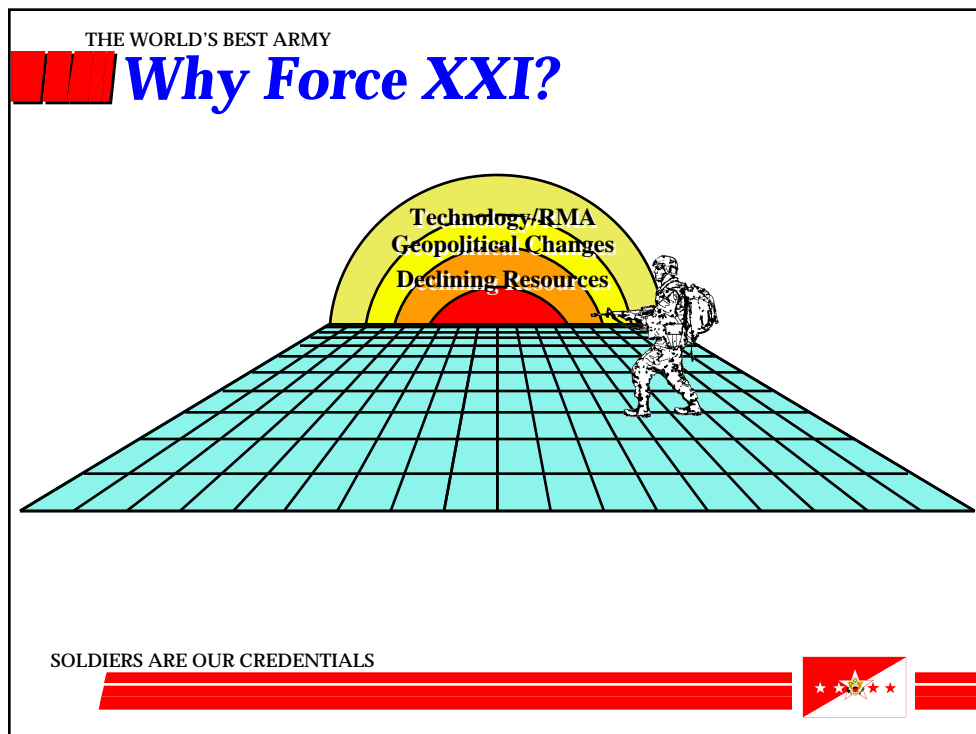
When people say we must leverage Technology -- They are correct --
Numbers illustrate that



Let me explain now how we transformed the US Army from a Cold War Army to a Power Projection Army and now are engaged in the current transformation to Army XXI -- the Army of the 21st Century. The Process of change is Force XXI -- the product is what I call Army XXI. The results of our many efforts of change are beginning to appear as we move through this process. Decisions we make today will have lasting impact on the Army well into the 21st Century. We will continue to grow as we work our way thru this process of change.



Where is the Fulda Gap for the 21st Century?



- Often Talk of 4 Revolutions
 - Geopolitical Revolution
 - Resource Revolution
 - Technological Revolution
 - RMA

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What is Force XXI?

“Force XXI is the Army’s process for the RMA”

Force XXI is:

- Army’s effort to deal with and incorporate technological advances
- A process of strengthening our individual soldiers and units
- Transition from today’s Army to Army XXI


“We intend to leverage technology in order to arm our soldiers with the finest, most lethal weapon systems in the world.”

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- Force XXI is the process that projects quality people into the 21st century & provides them w/best organization, doctrine, training, sustainment package -- equipment & weapons the nation can provide -- given resources available -- to meet challenges.
- Key is our ability to leverage technology in support of the soldier.
- I am convinced information age technology in hands of our ultimate weapon -- our soldiers -- will successfully meet challenges of 21st century.

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RMA and Force XXI


“We are in the midst of a revolution in military affairs”

RMA Defined

- a profound change in the nature or conduct of warfare
- exploitation of technology through new concepts and organizations (reengineering)

**“We must prepare for the next generation . . .
Do research for the generation after next . . .
And be ready to lead in the morning”**

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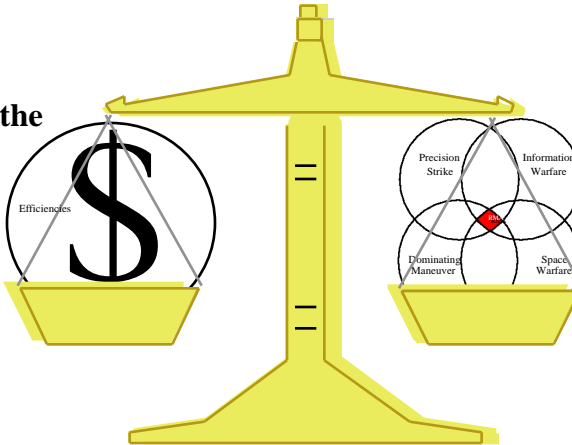


- We live in exciting times
- RMA occurs when a technological, political, or social innovation fundamentally alters -- character and conduct of conflict
- Every new technology or weapon does not automatically alter...organizations must adapt, doctrine must be examined, and if necessary developed, to more adequately accommodate change and innovations -- so soldier can exploit RMA
- As Newt Gingrich said -- the challenge is to “prepare for the next generation....do research for the generation after next...and be ready to lead in the morning” -- Have been doing this in Campaign Planning
- Force XXI is the Army’s answer to the RMA
- 6th in history of Military Warfare -- Significant Emotional Event

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The Balance

- Insights from Force XXI reveal four emerging tenets in the RMA
- I believe there is a fifth: **efficiency**

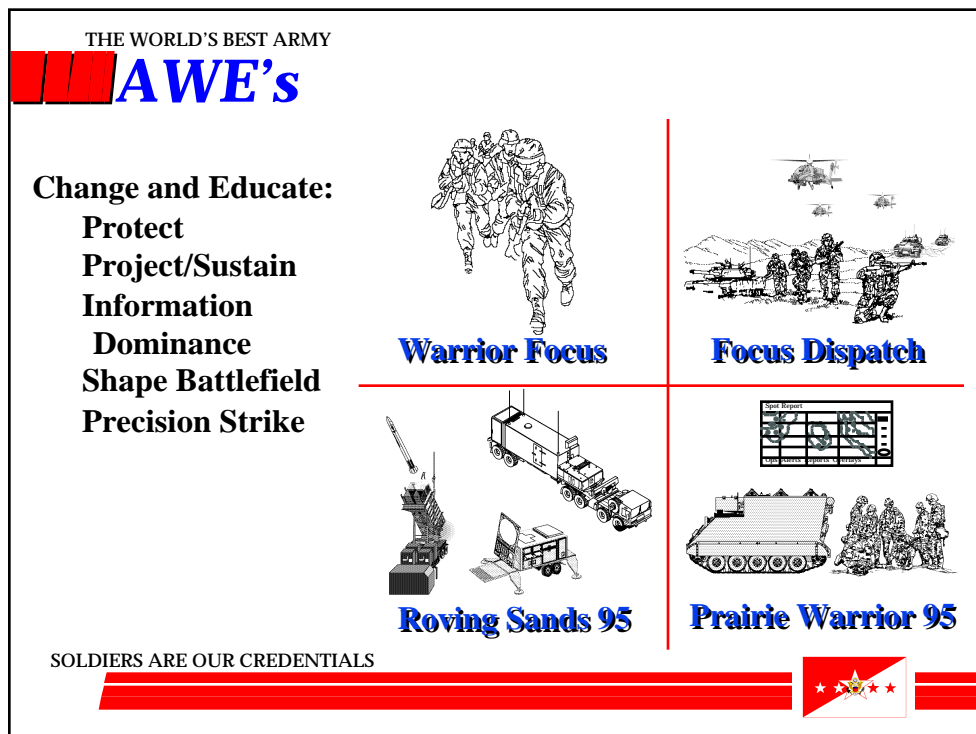


Efficiency Counts

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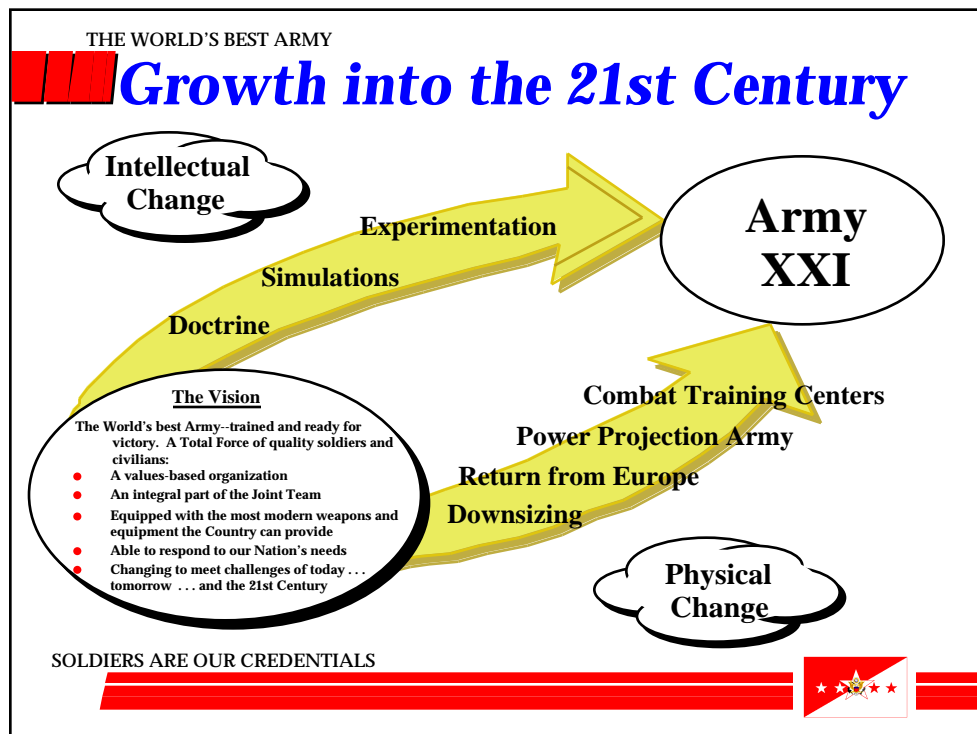
- Current studies in RMA -- show there are 4 tenets -- Dominating Maneuver, Information War, Space Warfare, and Precision Strike
- Let me add a 5th -- Efficiencies -- due to lack of resources -- we must do better w/ what we are given
- We must adapt to change while anchored to rich traditions and history -- to do so must balance -- T&R -- Mod -- QOL
- Internally we will do our share -- improve institutional & operational efficiency
- Will change but will not degrade core competency
- Efficiencies -- TAV ... Velocity Management ... ISM
- Streamline organizations -- leaner, more agile -- utilize information technology in both peace or war



The Army Warfighting Experiments are our way of projecting Our soldiers into the 21st Century. The AWE's are a manifestation of the Force XXI process-- a chance to experiment and test new operational concepts with technological enhancements.

- Warrior Focus -- dismounted combat -- JRTC --Nov 95
- Focus Dispatch -- mounted combat -- Ft Knox -- Aug 95
- Roving Sands -- TMD --White Sands --Summer 95
- Prairie Warrior -- battle command -- CGSC Class-- May 95,May 96

The Awe's stretch our current doctrine and TTP's into the 21st Century. Army XXI is beginning to take shape -- today.



- Have Vision
- Intellectual Change proceeds Physical Change -- Have Set the Force
- Now into Tough Part -- Redesigning Units -- Bending Metal
- At the Same Time Must Keep Our Eye on Deep Battle -- Army XXI -- Smooth Transition
- Hard to Define Battlefield of 21st Century -- But Think there are some High Payoff Technologies

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Process of Continuous Transformation

TODAY

Power Projection Army

- ✓ CONUS-based
- ✓ Power Projection Strategy
- ✓ Power Projection Capabilities
- ✓ Broad Range of Missions
- ✓ Severely Constrained Resources
- ✓ Shorter Planning Horizon
- ✓ Capabilities Based
- ✓ Forward Presence

Cold War Army

- ✓ Forward Deployed Strategy
- ✓ Very Focused Mission
- ✓ Threat-based
- ✓ Constrained Resources
- ✓ 20th Century Technology
- ✓ Resource Fluctuated Availability
- ✓ Longer Planning Horizon

Army XXI

- ✓ Flexible Engagement Strategy
- ✓ 21st Century Technology
- ✓ Knowledge-based
- ✓ Capabilities-based
- ✓ Split-based Operations
- ✓ Improved Lethality, Survivability, and Tempo
- ✓ Shared Situational Awareness

The Army after next

The Army of 2020

The Army of 1995

The Army of 1989

Desert Storm

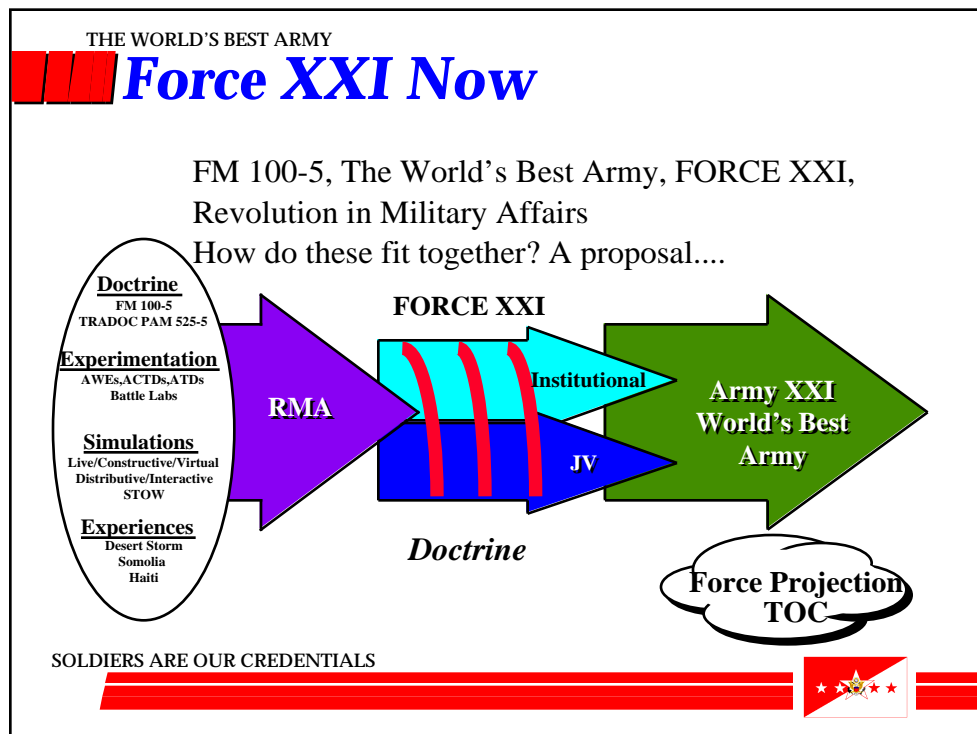
Panama

Somalia

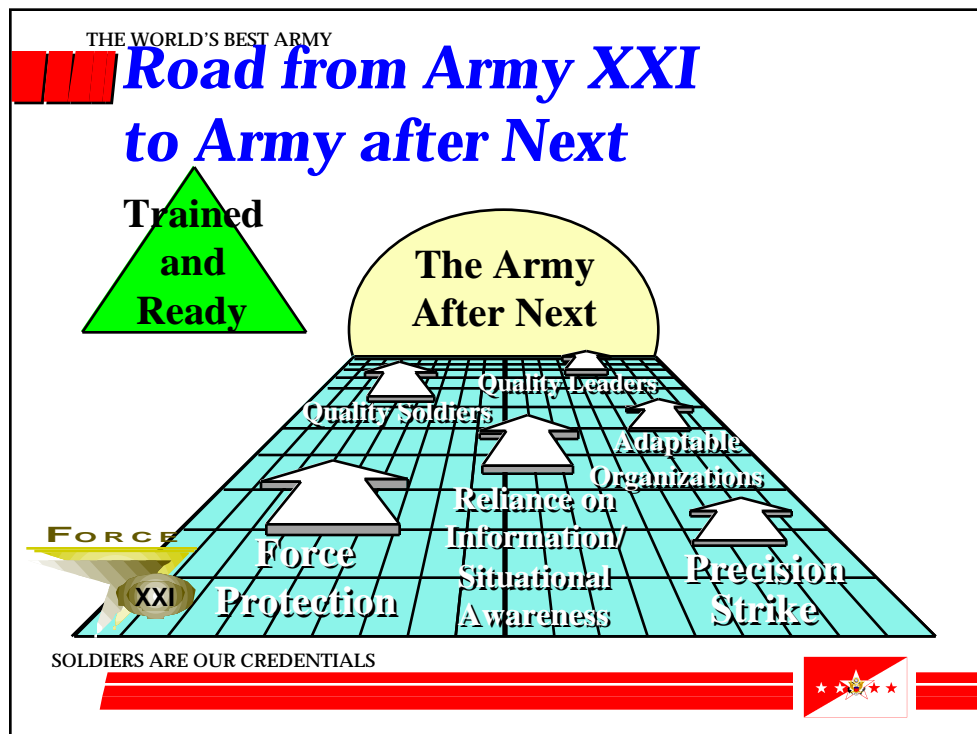
Haiti

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- We understand that the RMA is the driving force. We are working to build the Army that exploits the RMA.
- Doctrine provides our theoretical base. We have begun a comprehensive revision of our doctrine to reflect the changing world and the Army's roles and missions.
- Force XXI is more than a chart deep.
- Force projection TOC -- designed to leverage technology for theater missile defense -- provides critical enhancement for command and control -- available now
- Using system of systems approach for technology infusion -- redesign institutional & organizational Army -- intend to turn Force XXI process into Army XXI product -- on time & on target



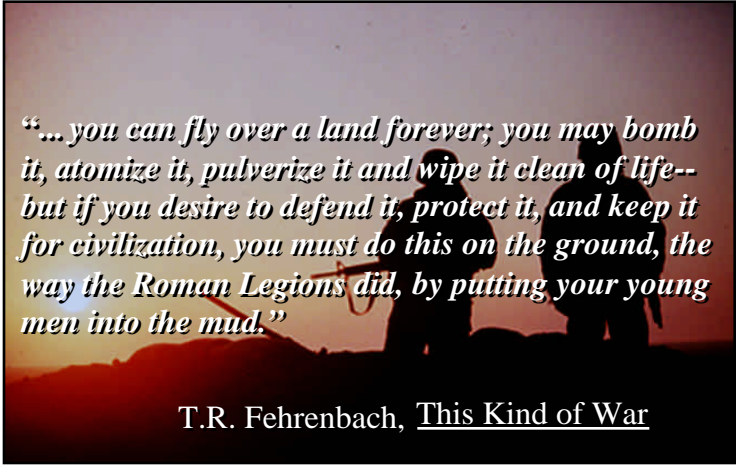
We have six enablers which we must balance as the Force XXI process helps us grow into the 21st Century.

- **Quality soldiers** -- we cannot have a quality army w/o quality people -- need to recruit & retain the best
- **Quality leaders** -- developing leaders on 3 paths -- experiential, institutional, and self-development; 20+ yr investment
- **Force Protection** -- chemical, biological, nuclear -- reduce fratricide -- theater air missile defense -- close air support
- **Reliance on Information/Situational Awareness** -- cut thru fog of war w/ detail, certainty & near real time
- **Precision Strike** -- smart munitions, advanced sensors, strike hardened & mobile targets
- **Adaptable Organizations** -- lethal, mobile, tailorable, sustainable

Always, always, we must remain Trained and Ready to fight and win our Nations war's. Victory -- in any task -- is the standard the American people expect of their Army.

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Fundamental Truth



"...you can fly over a land forever; you may bomb it, atomize it, pulverize it and wipe it clean of life-- but if you desire to defend it, protect it, and keep it for civilization, you must do this on the ground, the way the Roman Legions did, by putting your young men into the mud."

T.R. Fehrenbach, This Kind of War

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- To some idea of war in information age --conjures up image of bloodless conflict -- more like a computer game than the bloody wars of the past
- Nothing could be further from the Truth
- Warfare may change -- impact on Nations, Armies & Soldiers will not
- Fates of Nations will still be decided by war -- soldiers will still be key to victory
- Technology & ability to handle it is increasingly important -- but soldiers will always win or lose wars
- Battlefield will always be -- dangerous, lonely, frightening place -- only soldiers of character & courage, well-trained, ably led And properly equipped will survive there and win -- tomorrow as in the past

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The True Cost . . .

Yesterday, Today and Tomorrow

If we are not trained and ready for the next mission . . .
the price we pay will be high and unrecoverable



***They are our sons and daughters—We will give them
every tool necessary to win on the battlefield.***

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In Summary, the US Army is now -- and will be -- Trained and Ready into the 21st Century.

Thank you for the opportunity to share these thoughts with you on what I know we all think is an important issue.

What are your questions?

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Army After Next

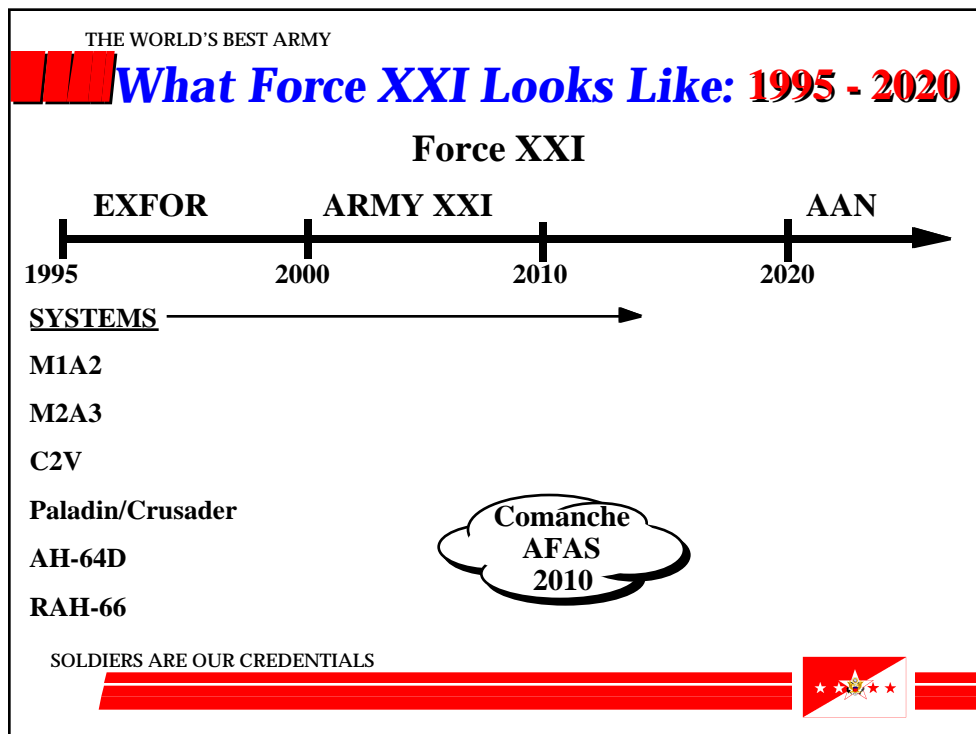
- **Micro Electronics**
- **Brilliant Systems**
- **Advanced Propulsion**
- **Robotics**
- **Situational Awareness**
- **Turning Night into Day**

**Focus R&D Effort--Accelerated Procurement of
Most Promising--Must Handle Niche or Peer
Competitor**

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- Micro -- Every 18 months/2 years Doubles in speed -- AI
- Brilliant -- Here now -- Will only get better -- Great Deterrent -- Fire Power Demo
- Advanced Propulsion -- Liquid Propellant --Pure Hydrogen Fuel Cells
-- Solar Energy -- Eliminate Batteries --\$71.1 million
- Situational Awareness -- JRTC --21st Century --Can move to center of Field
- Night into Day --Unrelentless Pressure --No Where to Hide
- Peer Competitor -- How do you take on U.S. Mil



- Too Long --Need to Move to the Left
- Key is Resourcing